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THE REGIONAL DIMENSION: SECOND INDUSTRIAL DEVELOPMENT DECADE FOR AFRICA

UNIDO support for the Second Industrial Development Decade for Africa

Report by the Director-General

Summary

Reports on the implementation of the programme for the Second Industrial Development Decade for Africa (IDDA) and provides information on technical cooperation projects and technical support services to African countries.

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Introduction

1. The fundamental aims of the programme for the Second Industrial Development Decade for Africa (IDDA) are to assist the countries of the region in redressing poverty and dependence and achieving self-reliance and self-sustainment. The programme is directed towards industrialization as a means of producing the goods and services that Africa needs, based on domestic strengths and factor inputs. With these goals, industrialization is to recognize the links with agriculture and, equally, to take environmental considerations into account. The support of the international community is anticipated and welcome, but the principal responsibility is with the African Governments and peoples. The fullest participation of all - including the private sector, foreign investors and small scale industry - is needed. Capacity-building is urgent, and a concentration on investment performance is necessary, as is the promotion of South-South cooperation, especially in technology. The programme recognizes the needs for wider markets through regional and subregional cooperation and international integration. Facing the new challenge of globalization and corresponding capacity building is a high priority. In this context, the formulation of industrial visions and strategies and of an enabling environment is needed to promote industrial investment and employment in the light of globalization, increased market orientation, private sector emphasis, trend, structural adjustment programmes and the GATT Uruguay Round Agreements.

2. The present document reports on progress made in the implementation of General Conference resolution GC.5/Res.12 and Industrial Development Board decision IDB.12/Dec.12, which requested action in the following areas:

(a) Providing assistance to African countries in formulating industrial sector policies with a view to creating an enabling environment for increased industrial investment, and in formulating policies, procedures and guidelines for the enhancement of initiatives for private sector development;

(b) In cooperation with the Economic Commission for Africa (ECA), giving priority to development of the African private sector and facilitating its involvement in the implementation of the programme for the Second IDDA;

(c) Giving priority to mobilization of external financial resources for the execution of programmes for the Second IDDA in complementarity to urgent efforts to mobilize local resources and investment;

(d) Intensifying cooperation between UNIDO, ECA and the Organization of African Unity (OAU) and providing African intergovernmental organizations assistance in strengthening the role of the industrial sector in the implementation of the subregional component of IDDA within the framework of the African Economic Community.

3. Both the General Conference resolution and the Board decision requested that adequate financial and human resources for the implementation of the programme be ensured. In response, the IDDA Co-ordinator function has been integrated into the Africa Programme in order to draw more effectively on experience at the country level and to ensure that the IDDA programme is at the centre of project development for Africa.

I. INITIATIVES FOR THE IMPLEMENTATION OF THE SECOND IDDA

A. The ten-point programme

4. The UNIDO ten-point programme for Africa was endorsed by the Conference of African Ministers of Industry (CAMI) in a resolution on the African Common Position adopted at its eleventh meeting and presented to the General Conference of UNIDO at its fifth session (GC.5/18, paras. 88-100). The main features are as follows:

1. Development of appropriate strategies and policies for industrialization;

2. Development of increased regional industrial cooperation;

3. Expanded programme for entrepreneurial training and development;

4. Comprehensive programme for development of small and medium industries;

5. Development of sustainable institutional capability for industrial services and support;

6. New technological applications in industrial sectors and branches;

7. Interrelationship between environment, ecological and energy needs and industrial development;

8. Advanced management training for local entrepreneurs;

9. Expansion of investment promotion activities;

10. Increased dissemination of industrial information.

5. At its twelfth meeting, held at Gaborone, Botswana, 6 to 8 June 1995, the CAMI provided further guidance to UNIDO activities in support of the implementation of the Second IDDA. In particular, the theme of the CAMI meeting, "Mobilization of resources", was reflected in the resolution 2 (XII) on this topic. This called on UNIDO, *inter alia*, to continue to provide technical and financial assistance to promote the private sector and private investment, and to continue providing support to research/development and training activities in Africa through subregional and regional institutions such as the African Regional Centre for Engineering Design and Manufacturing, the African Regional Centre for Technology and the African Institute for Economic Development and Planning. High priority for technical cooperation in the development of human resources and entrepreneurial capabilities was also called for. Follow-up actions for the mobilization of resources at national, subregional and regional levels were requested of ECA, UNIDO and OAU.

B. The current support programme

6. While the ten-point programme is being pursued and will be carried out in a longer time perspective, it was seen as essential for UNIDO in the current biennium, and in the prevailing situation of severe financial and human resource constraints, to focus its activities on selected issues.

7. Recognizing the mounting socio-economic problems of the region in terms of population growth pressure, widespread poverty and lack of capacities to meet the external challenges of external debt and increasing international competition, the UNIDO programme in support of the Second IDDA is primarily directed to the following areas of concern. First, the build-up of viable production capacities is being supported through assistance to the private sector in the form of entrepreneurship development, training, and small-scale industry development in key industrial subsectors in particular in agro-related industries. A second area of particular concern is the competitiveness of African industry. Analyses of the implications of the GATT Uruguay Round Agreements for the development prospects of African industries, industrial rehabilitation programmes and support to technology upgrading, including for environment protection, were major features of assistance in this respect. Thirdly, issues relating to regional and subregional cooperation were addressed. In all these endeavours of UNIDO, due attention was given to ensuring cooperation and complementarity with other organizations of the United Nations system and development of finance institutions. A series of industrial sector review missions and the preparation of UNIDO support strategies were to contribute to creating a framework for effectively designing the programmes.

C. Utilization of funds allocated to the Second IDDA under the regular budget

Technical cooperation

8. As part of the preparations of the IDDA technical cooperation programme, a new pre-screening process for project concepts was established. This process assesses the potential of projects for generating additional technical cooperation or investment projects, the extent to which the projects address the above-mentioned ten points, and the degree to which the five main development objectives of UNIDO (GC.5/23) are met.

9. Another important consideration is the need to achieve optimal impact with the limited funds available for programming by (a) focusing on multi-country and regional projects, which would allow for economies of scale and of scope, and (b) by applying, where possible, the "seed money" concept, which would encourage and facilitate the mobilization of additional resources for technical cooperation projects and the promotion of investment projects.

10. The starting point for the design of the programme has been the constraints encountered at the industrial enterprise level. These include the overall policy environment in which an enterprise operates. As the enterprise constitutes the basic unit of the manufacturing sector, it is at that level that the effects of decisions and measures taken at other levels - institutional, national policy and international - have the greatest impact, thereby determining the success of manufacturing activity as a whole.

11. The technical cooperation programme includes an analysis of industry-related services, the development of the infrastructure for quality in industry and technology support, including training in technology management. Further work on the Industrial and Technological Information Bank in Africa, and assistance to regional and subregional institutions (African Regional Centre for Engineering Design and Manufacturing and the Leather and Leather Products Institute of the Common Market for Eastern and Southern Africa (COMESA)) is also under way. Agro-related activities include projects on baby food production technology and on palm oil production technology and agro-food packaging training. The energy sector is being addressed through a project on biomass as well as an information network and environmental issues through the setting up of waste

minimization demonstration centres. Apart from a large programme for the development of small and medium enterprises (SMEs), the issues of application of computers for SMEs and women's entrepreneurship development are also being addressed.

Supplementary activities

12. The UNIDO technical cooperation activities and investment programmes are based on and complemented by various other upstream and promotional activities. Agro-industry-related activities include the promotion of international cooperation in the dairy industry and the development of low-cost nutritional foods. Moreover, a manual will be prepared on industrial rehabilitation in that sector and the requirements for improved competitiveness will be assessed in the light of the GATT Uruguay Round Agreements. In linking IDDA with the second Transport and Communications Decade for Africa (UNTACDA II), work will be completed in 1995 on the development of rural telecommunications, and the status and development possibilities of the automotive industry in Africa will be analysed, especially in terms of the production of spare parts. Investment forums are being prepared for Ghana, Morocco and the COMESA States, and an investment centre round table is planned in connection with an ECA conference on investment in Africa to be held in Accra, Ghana, in November 1995. At the policy level, support has been provided in the assessment of the CFA franc devaluation in Western Africa and in Central Africa and the organization of the twelfth meeting of the Conference of African Ministers of Industry and associated Private Sector Forum. Supplementary activities have also included support for the industrial sector programme review missions described below.

Short-term technical advisory services

13. Short-term technical advisory services (STAS) are part of the IDDA supplementary activities. They represent a flexible instrument by which UNIDO can respond rapidly to urgent requests for assistance. Under STAS, 49 experts or consultants were deployed in 28 countries in 1994, covering four broad areas of support:

(a) Revising and updating national and subregional programmes for the Second IDDA and preparing implementation plans, including provision of advisory services on industrial policy;

(b) Preparing individual integrated packages of investment and technical cooperation projects for presentation to investors and donors;

(c) Rendering of advisory services in relation to investments or negotiations;

(d) Rendering of advisory services in relation to technology development and acquisition.

14. By 30 April 1995, the total STAS expenditures for the biennium were $492,790, broken down for the above-mentioned areas as follows: (a) 31 per cent; (b) 41 per cent; (c) 12 per cent; (d) 16 per cent; and others 7 per cent. The experts worked closely with representatives of Governments and the private sector as well as of donor institutions. Examples of some of the activities are given below:

(a) Human resource development: A training programme was formulated for Namibia on the methodology for assessing, programming and managing integrated production/consumption systems (MEPs) in the fisheries sector. The skills of the staff of the Trade and Investment Promotion Service in Guinea-Bissau were appraised and upgraded, and future on-the-job training needs identified to enhance the promotion of small- and medium-sized enterprises in the private sector. Training was provided at the Eastern and Southern Africa Management Institute in the application of the UNIDO Computer Model for Feasibility Analysis and Reporting (COMFAR).

(b) Investment: An assessment was undertaken of the potential for industrial utilization of medicinal and aromatic plants indigenous to Swaziland. A feasibility study was completed on the establishment of an industrial subcontracting and partnership exchange in Mauritius. Assistance was given to Mali for a feasibility study on the production of paper using a local raw material. An examination was undertaken in Kenya of the potential for the development of an indigenous electronics industry. An investigation on the viability of a soft drinks bottling industry, aided Gambia in an investment decision on the subject.

(c) Private sector development: A training programme for women entrepreneurs in the food-processing industry was initiated in Kenya. Investment programmes were set up in Côte d'Ivoire and Ghana that involve identification, formulation, screening and promotion of investment projects as well as the holding of investment forums. Major work was done in Angola and Niger for their conversion to market economies through enterprise restructuring and privatization programmes.

(d) Management of industrial development; technology development and acquisition: In Angola, measures were suggested to reorganize the industrial

directorate and upgrade skills of its staff through training. A technical cooperation programme was also formulated. In Côte d'Ivoire a restructuring plan was proposed, aimed at improving the capacity of the Ministry of Industry in the management of industrial development. A project dealing with industrial repair and maintenance in Burkina Faso was reformulated, approved and initiated. Market surveys on the feasibility of developing food-processing and other agro-industry products were undertaken in Guinea. Support was provided to the Ministry of Industry and Energy in Mozambique. A technical cooperation programme was prepared for small- and medium-scale artisanal mining in Botswana. Advice was given to the United Republic of Tanzania in the production and marketing of pharmaceuticals.

D. Industrial sector programme review missions

15. UNIDO undertook in the closing months of 1994 a series of industrial sector programme review missions to the following 14 African countries: Benin, Botswana, Burkina Faso, Côte d'Ivoire, Ghana, Guinea, Kenya, Mali, Namibia, Nigeria, Togo, Uganda, United Republic of Tanzania and Zimbabwe. Other countries are scheduled for similar coverage in 1995. The objectives of the missions were to assess the status of industry and the priorities of the countries concerned to determine the services UNIDO could provide in relation to the ten-point programme and the development objectives of the Organization. The missions included consultations with the various national actors involved in industrial development such as Government, the private sector and the business community as well as the donor community. The UNIDO missions also ascertained the need for updating and reorienting the national programmes in the light of new national and international developments.

16. The missions were led by senior UNIDO staff and included ECA representatives. For each of the countries visited, a UNIDO support strategy is under preparation. Detailed programmes and projects are being elaborated for promotion among various multilateral and bilateral funding agencies and financial institutions. The main focus will be on the strategic management of industrial development, human resource development, quality control and standardization, environment, private sector development with emphasis on small and medium industries and the implications of the GATT Uruguay Round Agreements. A coordinating mechanism has been established in UNIDO to review the various recommendations of the programme review missions and the necessary follow-up actions. Preparations are also under way for assistance in updating the IDDA national programmes for a number of the countries concerned.

II. UNIDO ACTIVITIES FOR THE INDUSTRIALIZATION OF AFRICA

17. Since the beginning of the biennium 1994-1995, a number of activities, including technical cooperation projects and technical support services to African countries, have been carried out in a number of areas by UNIDO under the Africa Programme and under the Second IDDA. Those activities are briefly described below under headings that are broadly based on the actions requested in resolution GC.5/Res.12 and decision IDB.12/Dec.12 (see para. 2 above).

A. Industrial policies

18. In a number of countries assistance was provided in the formulation of industrial sector policies, including policies leading to privatization. For example, in the United Republic of Tanzania advisory services were rendered on a programme of privatization and rehabilitation; in Mozambique high-level advisory services were directed to the promotion of an industrial development programme; in Benin support was provided for the development of the private sector; and in Lesotho a review was undertaken of the industrial sector. In Kenya, an assessment of the international competitiveness of local industries was carried out for the Ministry of Industry. A workshop on industrial restructuring in the framework of policy reforms was held in Algeria, while in Guinea-Bissau a workshop on privatization policies and strategies was held for French-speaking least developed countries. New systems for rural industry promotion were developed in Guinea, Guinea-Bissau, Mozambique and Zambia and in Togo, where a strategy for the integration of women in development was under formulation.

19. With the participation of the Director-General, a national seminar was held in Kenya on the country's industrial transformation towards a "newly industrialized economy" status by the year 2010. The experience of UNIDO in assisting in the preparation of an industrial vision of future possibilities and the necessary policy orientations will be applied in other countries to meet increasing requests for such assistance, especially in the light of recent significant changes in the world economy.

20. In a further initiative, a training course on industrial policies is being organized in cooperation with and contribution by the Government of the Republic of Korea. Drawing also on IDDA resources, this will allow policy makers in African countries to study the experience of the Republic of Korea in the application of strategies for accelerated industrialization.

21. Advisory services were provided in Benin, Djibouti and Togo for defining policy guidelines and assistance in terms of pre-feasibility studies and support of management, operations and the legal and organizational frameworks towards creating an enabling environment for industrial development.

22. In the field of rehabilitation of industrial enterprises, assistance was provided, for example, in the modernization of industry in Tunisia and to the restructuring of industrial enterprises in Togo. An established enterprise or institution must continuously ensure competitiveness and viability and, in that respect, UNIDO has provided a variety of support services. Through direct operational assistance, on-the-job and formal training programmes and maintenance management assistance, enterprises in the United Republic of Tanzania received support in improving management, productivity and competitiveness. In Ethiopia, assistance was given in the improvement of plant level performance and quality control as well as cost accounting and management training, while enterprises in Mali received assistance in maintenance management. At the institutional level, support was provided to Kenyan industry associations and enterprises in capacity-building, quality improvement, productivity increase and ISO certification; and to national institutions in Algeria, Nigeria, Seychelles, Uganda and Zimbabwe in respect of quality, standardization and metrology for certification making, calibrations and testing.

B. Private sector development and promotion

23. Particular attention has been given to assisting the creation of an enabling environment for the development of private industry, in particular small- and medium-scale enterprises (SMEs) in Africa. Projects in Burkina Faso, Guinea, Niger and Zimbabwe aim at focusing on small and medium enterprise development within overall industrial development policies. A strategy to enhance the development of SMEs and the promotion of the private sector was developed in Equatorial Guinea, and support was given to Mali in the formulation of policies encouraging private sector enterprises. Likewise, in Cameroon, a programme for the promotion of SMEs was undertaken. Integrated national SME programmes were developed in Madagascar and Nigeria to enhance dynamism and efficiency of SMEs in key sectors of the economy. In Guinea, Guinea-Bissau, Uganda and Zambia, integrated assistance was directed to strengthening national capabilities for the creation and development of SMEs and this led to improved services by SME support agencies, training institutions and local consulting firms. Support was given to policy formulation for the development of small-scale and micro enterprises in Mozambique, Togo and Zambia. A "seed" programme in Western Africa, designed for the promotion of traditional textiles progressed towards its objective of drawing up a viable regional level long-range plan of action. To this end, a "tissuethèque" will be established in Mali to reactivate the cultural and traditional textile industry in Western African least developed countries, thus opening opportunities for micro enterprises in that field.

24. Several projects aimed at entrepreneurship development. A training programme for women entrepreneurs in food processing was held in Gambia and advisory assistance was provided to entrepreneurs in Ghana, prior to an Investors Forum held in that country. Assistance was also provided in the United Republic of Tanzania to enhance the technical and entrepreneurial skills of businesswomen in the production of textiles and related products. Other projects for the benefit of women entrepreneurs included preparatory assistance provided to Ghana with regard to food-processing and textile-related products, and to Guinea in support of facilitating access to credit facilities and investment expertise for women entrepreneurs.

25. As a follow-up to a recommendation of the Joint Committee of the Secretariats of OAU, ECA and UNIDO on IDDA, which was endorsed by the executive heads of the three organizations, a Private Sector Forum was held at Gaborone, Botswana, from 3 to 5 June 1995, within the framework of the twelfth meeting of CAMI. The Forum was organized by UNIDO, UNDP, the African Business Round Table (ABR) and the Corporate Council for Africa, in cooperation with the Government of Botswana as well as with ECA and OAU. Substantive discussions at the Forum focused on the following four themes:

(a) Creating an enabling environment for private sector development and promotion;

(b) Implications of the GATT Uruguay Round Agreements and technological advances on the performance of the African private sector;

(c) Mobilization of financial resources for private sector development in Africa;

(d) Regional/subregional cooperation and the role of the private sector.

26. Further cooperation with ECA and OAU is envisaged in support of a meeting of the private sector in Eastern and Southern Africa to be organized with COMESA and the Southern African Development Community. It is intended that the meeting will review and make proposals for updating the IDDA subregional

programme, and thus contribute to greater involvement of the private sector in IDDA at national and subregional levels.

C. Mobilization of financial resources, including industrial investment promotion

27. In promoting the mobilization of financial resources for industrial development and increased industrial investment, UNIDO provided assistance to Cameroon, Guinea, Madagascar and Mali. In Sudan, the investment promotion centre was strengthened and in Zambia, assistance was provided in establishing such a centre. In the United Republic of Tanzania, where an investment promotion centre is already operating, UNIDO provided expert advice, training of staff and assistance in identifying investment opportunities. Feasibility studies were carried out in Nigeria and Zimbabwe on the extension of a domestic cement company and for the establishment of a citrus fruit- and tomato-processing plant, respectively, and in Gambia for a dairy-products processing plant. In the United Republic of Tanzania, agro-industrial investment opportunities were identified. In January 1994, an investment forum for Eastern and Southern African States was held at Lusaka, Zambia, with 190 participants from 23 mainly African countries. In April of that year, an industrial forum held in Madagascar attracted attention also from other developing regions. Training plays a crucial role in investment promotion: in Nigeria, a workshop on the appraisal of industrial investment projects and the use of COMFAR was organized for professional staff of the investment banks of that country. Training in UNIDO-developed investment methodologies and preparation of pre-feasibility studies was also carried out for professionals in Benin, Burkina Faso, Eritrea, Ethiopia, Madagascar, Uganda and Zambia. A major diagnostic study was initiated of local manufacturing of telecommunications equipment in Africa which will, *inter alia*, provide the basis for a compendium of projects to be promoted.

D. Institutional support and human resource development

28. UNIDO provided institutional support for a spare parts and hand tools factory in Ethiopia. In Mauritius, Namibia and Zambia, assistance was given in setting up national industrial statistics programmes. In Egypt, support and advice was provided to a research and development centre for synthetic fibres. In Swaziland, advice was provided for establishing an export processing zone and in Namibia an information system was developed in the Ministry of Trade and Industry. In Mauritius, a productivity centre for the garments industry was assisted and support was also provided to three production training centres in footwear and technology and development in Kenya, Sudan and Zimbabwe. In Cameroon, an expert group meeting led to the adoption of a manual on cost accounting and in Zambia, a seminar on the integration of women in commerce and industry was supported and a national seminar was conducted addressing the issue of management development; a similar national seminar was held in Ethiopia.

29. In respect of human resource development, assistance was given in building up capabilities of local consultancy firms and providing services to SMEs in Zaire and in Ethiopia and a training workshop was held to familiarize industrial bureau officers with local industrial promotion. Upgrading capabilities of nationals at all levels (management, artisans, entrepreneurs) was carried out by conducting workshops, fellowship programmes, study tours and training for Burundi, Cape Verde, Madagascar, Niger, Uganda and the United Republic of Tanzania. In the latter country, a training programme was held for women entrepreneurs in the food-processing industry. Assessments of needs for the development of technical and managerial skills were carried out in Namibia and Swaziland. More than 40 women entrepreneurs and trainers from 15 African and Asian countries received training in India on entrepreneurship development, industrial project identification and investment.

E. Environment and sustainable industrial development

30. Preparatory assistance was given to Mozambique on the formulation and implementation of an integrated, environmentally sustainable industrial development programme. Work was conducted and advice given on the application of biogas technology to the treatment of industrial wastes in selected African countries, and, in Zimbabwe, an environmental testing centre for the Eastern and Southern African subregion was set up. In Kenya, advice was given to several companies on a chlorofluorocarbon (CFC) phase-out project. In Nigeria, assistance was provided in the preparation of a CFC phase-out strategy and in Algeria, preparatory assistance was given for the elimination of CFCs in the manufacture of refrigeration equipment, while a separate project in that country was in the preparatory stage for the phase-out of CFCs in the manufacture of aerosols and solvents. In Egypt, projects were undertaken with several companies involving the phasing-out of ozone-depleting substances, which was also the subject of a project in Cameroon with a manufacturer of household appliances.

F. Development and transfer of technology

31. The development and transfer of technology is a key issue for African countries. Capacity-building in this area was supported through a workshop held in Uganda

on technology transfer operations and on facilitating the flow of technology. Other workshops were held in Ghana and Kenya on industrial technology development; a further one is planned for Namibia on the subject. Also in Kenya, a workshop was held in April 1995 on technology management for enterprises. The project launched in Ghana to convert local sorghum into malt for the brewing industry also involved an element of technology transfer, as did the project to develop cereal-processing equipment for women in Burkina Faso. In further food-processing related industries, in the United Republic of Tanzania, an assessment was made of a pilot medium-scale multi-purpose flour mill, development of the food industry was supported in Angola and, in Togo, technical cooperation was provided to the fish-processing industry. The upgrading and expansion of pharmaceutical production was assisted in Cape Verde. Activities concerning medicinal and aromatic plants included a fact-finding mission to Swaziland and technical support to small-scale production in Madagascar. Producers of plant-based products from Madagascar, Morocco, Rwanda, United Republic of Tanzania and Zimbabwe participated in a trade fair in Germany with the objective of beginning production for export. In Ethiopia, UNIDO assisted in the installation of marble-processing technology and in Malawi and Mozambique, assistance was provided for setting up new small-scale tanneries. In Nigeria, the dissemination of technologies for design and manufacturing of simple machines (hydraulic presses, mills, etc.) by SMEs was undertaken.

G. Coordination with ECA, OAU and ADB

32. Technical experts of ECA, OAU, the African Development Bank (ADB) and UNIDO met in Vienna from 3 to 4 November 1994 to prepare for a meeting of the chief executives of the four organizations. The experts considered measures to ensure the orientation of the industrialization process in Africa towards meeting optimally the countries' overall socio-economic development concerns. The meeting also considered the implementation of the Treaty on the Establishment of the African Economic Community in respect, in particular, of the protocols on cooperation in the fields of industry, technology and energy; the enhancement of the role of the private sector in the industrialization process in Africa; and new approaches and mechanisms for increasing the flow of direct private investment resources and official development assistance into the industrial sector. The experts formulated a memorandum to the Secretary-General of OAU, the Executive Secretary of ECA, the President of ADB and the Director-General of UNIDO.

33. At the invitation of UNIDO, a complementary meeting of private sector experts on the industrialization of Africa was held at Abidjan, Côte d'Ivoire, from 23 to 27 January 1995. The meeting, hosted by the Government of Côte d'Ivoire, was co-organized with ABR. A wide range of issues were considered, including approaches for directing the industrialization process in Africa to the socio-economic and industrial development objectives of African countries in the context of global economic development; the impact of the devaluation of the CFA franc; the impact of the debt crisis on Africa's industrialization and the role of industry in reaching a durable solution to the debt crisis; financing of the private sector, including new approaches and mechanisms; implementation of the Treaty on the Establishment of the African Economic Community; as well as the substantive preparations and organizational arrangements for the Private Sector Forum (see para. 25 above).

III. ACTION REQUIRED OF THE BOARD

34. The Board may wish to take note of the present report.